

27 October 1978

MEMORANDUM FOR: [REDACTED]

Director, Resource Management Staff

FROM : Richard Lehman
National Intelligence Officer for Warning

SUBJECT : Relations with the National Warning System

1. Attached is an outline prepared by Ted Shackley to define in general terms the relationship between CTS, the NIO for Warning, and the Warning Working Group.

2. As I travel around and educate myself in this business, I discover that a number of people expect me to be a voice for warning concerns in the budget process at the national level. I am fully aware that the warning component of the budget cannot be isolated, much less quantified, and I am not looking for authority or seeking to establish yet another cumbersome staff arrangement. Rather, I think there may well be times when advice on the warning value of individual systems and budget items might be called for at the national level. The very fact that warning is such a slippery creature in management terms could make this very valuable.

3. I am therefore requesting that you have a comparable document drafted for us to consider in the Working Group. We would, of course, invite you or your representative to participate, and any understanding we arrive at will have to be a joint one.

[REDACTED]
Richard Lehman

Attachment

Distribution:

- Orig - Addressee
- ① - I&W (General) File
- 1 - NIO/W Chrono
- 1 - NFAC Registry

12 October 1978

Collection Tasking Relationship
with the I&W Working Group

CTS should inform the Working Group of any areas or situations where we perceive a potential crisis. CTS should also be prepared to provide the following to the Working Group with regard to any area or situation engaging its attention:

1. Status of collection
2. Options for changing collection
3. Information on trade-offs or costs
4. Vulnerability of collection systems
5. Timeliness of collection
6. Potential reaction to collection changes
7. Information as to volume of intelligence to be made available
8. Level of confidence in collection

For its part, the Working Group could:

1. Provide CTS (OCE) its evaluation of the I&W value of collection systems
2. Suggest potential crisis areas or situations for CTS attention
3. Recommend that CTS alter collection
4. Request CTS assistance in expediting dissemination of intelligence

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Resource Management Staff Relationship
with the I&W Working Group

RMS should inform the Working Group of emerging Resource Management issues that we perceive to be explicitly related to the Community's warning capabilities. These warning issues could result from our routine evaluation of the cost-effectiveness of all ongoing programs or from ad hoc assessments of new programs conducted as part of the budget review process. In addition, RMS should, on request, provide the Working Group:

- best estimates of current and future resources allocated to specific warning functions;
- assistance in evaluating the effects of potential changes in current I&W activities on resource needs;
- general perspectives on how well I&W fares in competition with other intelligence missions for the resources available.

For its part, the Working Group could:

- assist in identifying those Community activities that should be classified as directly supporting the I&W mission;
- inform the RMS of emerging major initiatives designed to improve warning capability and/or reduce costs;
- propose or help evaluate candidate measures of effectiveness that might be used to assess the warning contributions of different collection and production activities;
- advise on the overall warning value of specific programs under consideration by the RMS.